Destination Marketing Organizations (DMO’s), such as the Lake Tahoe Visitors Authority, have always been the experts in reaching markets, conveying messages about a destination and then influencing the decision to travel, experience and spend. Even so, social media and global access to travel information have created an increasing interest by an overwhelming number of visitors, which now makes us ponder, are marketing efforts required in some cases and at certain times? We recognize that our destination environment needs to be sustainable, and the DMO is in a position to engage, not only in encouragement towards off-peak travel, but also responsible - even stewardship travel.

The LTVA sees its role evolving to include stewardship initiatives and deeper connection and partnership with other organizations. With this in mind, the LTVA is involved in two new online initiatives which encourage preservation through donation: Kind Traveler (www.KindTraveler.com), whose goal is to inspire the visitor to donate per night to a selected non-profit engaged in environmental good, and Pledge for the Wild (www.pledgewild.com), another opportunity for visitors to preserve the destination by donating via text. Tahoe South is working together with other mountain towns to collectively address the responsible tourism conversation and build awareness around giving back to the wild places. We hope to report next year on the success of these programs.

Shifting dollars from traditional marketing to digital marketing provides data to drive better decisions. LTVA is using data from nSight, Visa Vue and Smith Travel reports to make strategic marketing decisions. We know more about our potential visitors than ever before. We know that drive markets are impulsive and fly markets are more intentional, spend more and stay longer. Our marketing focus has shifted significantly over the past few years - away from drive markets and towards longer haul markets. See the encouraging success of our campaigns and our ever-expanding international outreach in those respective sections of this report. Also, see what our new data sources are telling us about our visitors.

Special events were more special in 2018-19 with our traditional favorites continuing to provide a global platform for awareness and enjoying record attendance. Check all that out in the events section.

The potential of the Tahoe South Events Center makes Meetings marketing more important than ever, anticipating a build out of the facility as early as 2022. The budget for this market segment doubled this year as did our commitment to building awareness of the destination as a meeting and event location.

Public relations continues to be at the foundation of our work and now includes a healthy dose of digital influencers. We’ve evolved with the technology and the social messaging channels preferred by our newer, younger target market.

The LTVA staff continues to do all of this without growing in number, which means more of our dollars are spent on programs and initiatives rather than staff.

PS. If you haven’t seen our reinvented annual travel guide, get a copy from one of our two visitor centers or view it online. We try not to get stuck in a rut on anything, always questioning whether there’s a better way to go, and this guide is an example of that. We’ve even incorporated the Take Care Tahoe messaging that helps reinforce our commitment to our beautiful environment.

Yours in tourism,

Carol Chaplin
President & CEO
Lake Tahoe Visitors Authority
MISSION STATEMENT

The mission of the Lake Tahoe Visitors Authority is to market the South Shore of Lake Tahoe as a unique, year-round destination to the global marketplace and to favorably impact the South Shore economy through overnight stays and tourism spending.

Advertising

The destination’s personality and attitude is delivered through all creative messages, images and experiences. Tahoe South is young at heart, adventurous, social and active around the clock. It possesses an energetic nature that is reinforced by the juxtaposition of the environments in which it lives; day and night, winter and summer, outdoor adventure and indoor play. The brand resonates with a diverse audience, appealing to a broad spectrum of demographics that embrace the brand values.

Our target market includes above average income active consumers who enjoy life, live it to the fullest and put pleasure first. They are always in search of new experiences and making new discoveries.

SUMMER CAMPAIGN

The objectives were to raise awareness of South Lake Tahoe as a summer destination and to increase traffic to the website for inspiration and information on summer activities and events. Air service options were included as appropriate. The campaign resulted in over 96 million digital impressions. Media included:

Campaign Channels
- TV
- OOH
- Digital Video
- Display
- Search
- Social Native

Markets
- San Diego
- Los Angeles
- San Francisco

Objective
- Drive preference
- Traffic to TahoeSouth.com

New Target
- Active Adventurers Ages 25-49

WINTER CAMPAIGN

In order to encourage visitation, the LTVA targeted out of state markets that have shown an increased interest in Tahoe South. The execution was through digital channels using monthly nSight search data. For the Winter campaign, these included:

Traditional Markets
- Los Angeles
- San Francisco
- Long Beach
- Orange County

New Markets
- Seattle
- New York City

Objective
- Drive preference
- Traffic to TahoeSouth.com

New Target
- Winter active adventures ages 25-49

Continuing the results, the LTVA pushed out specific messaging supporting three weeks of Spring Break events under the umbrella of “Tahoe South Spring Loaded”. The campaign ran from 2/25/19 - 3/31/19 and received over 12.6 million impressions on social channels.
Special events showcase touristic assets of the region to increase awareness.

The LTVA sponsors iconic events of the destination such as:
Digital marketing is a fundamental element in the overall marketing, advertising, public relations and sales strategy of the LTVA.

The strategy continues to focus on inspiring people to visit the destination and illustrate all that there is to see and do in the area.

The LTVA contracts:

- Digital studios
  - Digital Integration

The monthly e-newsletter promotes events, entertainment and special offers and is distributed to 48,000 opt-in subscribers.

Social Media

The LTVA contracts the services of Local Freshies, a social media agency, to expand the reach and engagement of platforms, with the goal of increasing visits to TahoeSouth.com.

- Facebook: 150,000 followers
- Instagram: 55,000 followers
- Twitter: 12,500 followers

TAHOESOUTH.COM

- Business to business resource site
- Website visits: 34%
- Most visited pages: Celebrity Golf Future Dates, Data/Statistics, Contact Us, RNO Weekly Airfare Deals, and Industry Research

LTVA.ORG

- Business to business resource site
- Website visits: 34%
- Most visited pages: Celebrity Golf Future Dates, Data/Statistics, Contact Us, RNO Weekly Airfare Deals, and Industry Research

Research

LTVA contracts with four research entities to provide data that promotes sharp strategic planning:

- Visa Vue - Credit card sales tracked to their zip code
- nSight - OTA search and bookings
- Smith Travel - Lodging occupancy, ADR and REVPAR
- EMC Research - An umbrella report consolidating the above research, along with government agency data, into four quarterly reports and one annual report

Top Spending By Category

- Domestic
- International

Top Spending Markets

- Sacramento: $259,004,510
- San Francisco: $187,872,825
- Los Angeles: $41,481,542
- Reno: $17,780,011

Top Spending International Markets

- Germany: $6,315,603
- France: $6,277,297
- Netherlands: $4,303,834
- China: $3,161,342

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Sales

The LTVA works with the travel trade industry domestically and internationally to introduce and promote Lake Tahoe as a world class, year-round destination. It facilitates contract negotiations with third party vendors and also provides the tools and media assets needed to market and sell the destination.

**MEETINGS, CONVENTIONS & GROUPS**

The LTVA promotes Lake Tahoe's South Shore as a destination for meetings, conventions, corporate retreats, and other group gatherings, and assists potential clients in identifying appropriate venues and contracts. Trade show attendance at major meetings supports local meetings properties:

- **Meetings Marketing**
- **Digital Edge**

**INTERNATIONAL REPRESENTATION**

The LTVA retains the services of four international representative firms, for sales, public relations and social media purposes:

- **California Society of Association Executives**
- **MPI (Meeting Professionals International)**
- **Connect**
- **Northstar Meetings Group**

- **PCMA (Professional Convention Management Association)**
- **Smart Meetings**

**INTERNATIONAL TRAVEL SHOWS**

The LTVA and partners in the community are proponents of educational FAM tours, and host individuals and small groups of travel trade professionals from key markets.

- **Trade Show Attendance**

**SALES MISSIONS**

The LTVA attended the following sales missions:
- Asia (South Korea/Japan/China)
- India
- Los Angeles (Receptive Tour Operators)

**FAMILIARIZATION TOURS (FAMS)**

The LTVA promotes Lake Tahoe's South Shore as a destination for meetings, conventions, corporate retreats, and other group gatherings, and assists potential clients in identifying appropriate venues and contracts. Trade show attendance at major meetings supports local meetings properties:

- **Meetings Marketing**
- **Digital Edge**

- **International Representation**

The LTVA promotes Lake Tahoe's South Shore as a destination for meetings, conventions, corporate retreats, and other group gatherings, and assists potential clients in identifying appropriate venues and contracts. Trade show attendance at major meetings supports local meetings properties:

- **International Marketing**
- **Brochures**: Chinese, English, French, German, Japanese, Korean, Portuguese, Spanish
- **Trade newsletters**: in Chinese, English, French, German, Japanese, Korean, Spanish
- **Website**: 14 foreign language landing pages & 42 specific country pages

**TRADE SHOWS**

The LTVA represents the destination at several travel trade shows including:

- **2019 Visit California Outlook**
- **IPW Anaheim**

**Regional Partnerships**

**VISITINGLAKETAHOE.COM**

VisitingLakeTahoe.com is a cooperative partnership between north and south Lake Tahoe. In key markets, the cooperative buys the term ‘lake tahoe’ to drive traffic to the website to avoid competition and cost for that term. The simple website then refers visitors to the north or south Lake Tahoe bureau websites.

**LTVA WEDDING CO-OP**

The LTVA Wedding Co-op switched objective this year to focus dollars on redesigning the TahoeWeddingSites.com website for stronger RFP results, better tracking, and a more contemporary look; launching a new campaign to better target our emerging market; and updating the photo library. Since launching the new website in May 2019 partners are receiving an average of 32 RFP’s per month.
Public Relations

The LTVA public relations goal is to execute a comprehensive communications plan to keep the Tahoe South brand awareness high in target markets through influential media.

The goal is to obtain media coverage in 5-10% of the top 150 media outlets as defined by the LTVA PR Committee and WPR, reinforce key messages, talking points and the brand and achieve editorial ROI of 5-10 times the PR investment.

Digital Influencer Campaign
- Audience of 7 million
- Engagement rate of 4%
- Total earned media value exceeded $99,000 an ROI of 4.9:1

**AMERICAN CENTURY CHAMPIONSHIP**
**JULY 2018**

2.6 Billion
Total audience

$87 Million
Total Publicity

**AMGEN TOUR OF CALIFORNIA**
**MAY 2019**

483
Total stories

$132 Million
Total Publicity

**TAHOE RENO GOLF MEDIA TOUR**
**JUNE 2019** (coverage to-date; more results are scheduled to hit within the next 6-8 months)

21
Total media

$68k
Total publicity

3 Million
Total audience

Digital influencers

**OPERATION SIERRA STORM**
**JANUARY 2019**

8
Live & taped shots

$251k
Total publicity

11 Million
Total audience

589k
#OSSTahoe reach

**INTERNATIONAL MEDIA**

International media interest and visitation increased over prior year, and stories and mentions increased from 45 to 73.

$820k
Media value

514 Million
Reach

798k
Total audience

25
Media outlets

589k
Total stories

Visitor Information Services

LTVA operates a year-round Visitor Center at 169 Hwy 50, Stateline, NV. In November 2018, The LTVA assumed visitor services for the City of South Lake Tahoe at the Explore Tahoe Visitor Center in Heavenly Village.

Between the two locations LTVA's Visitor Information Specialists interacted with over 35,000 visitors, with 67% of those being at the California location.
**Board of Directors & Committees**

**BOARD MEMBERS**
- South Lake Tahoe Tourism Improvement District
  - Jerry Bindel, Forest Suites Resort
  - Bill Cottrill, Lake Tahoe Resort Hotel
- Tahoe Douglas Visitors Authority
  - Nicholas Breaux-Fujita, Harrah’s/Harvey’s
  - Mike Goar, Vail Resorts
- Douglas County
  - Wesley Rice, County Commissioner
- At-Large
  - John Packer, Harrah’s/Harveys
  - Jason Collin, South Lake Tahoe City Council

**MARKETING COMMITTEE**
- Mindi Befu, Barton Health
- Rich Bodine, Hotel Azure
- Nicholas Breaux-Fujita, Harrah’s/Harveys
- Kelly Campbell, Heavenly Mountain Resort
- Diana Evans, DAE Marketing & Associates
- Luca Genasci, AleWorX, LLC
- Jenn Gleckman, Marketing Strategist/Consultant
- Dan Keenan, Hatchback Creative
- Margie Kovanik-Maxhimer, Tahoe Summer Inc.
- Michael Newburger, Hotel Becket
- Nic Vandermade, Edgewood Tahoe

**PUBLIC RELATIONS COMMITTEE**
- Marimille Dacia, MontBleu Resort Casino & Spa
- John Packer, Harrah’s/Harveys
- Juraj Sojka, Aramark
- Zak Sos, Vail Resorts
- Sarah Sherman, Sierra-at-Tahoe
- Nic Vandermade, Edgewood Tahoe
- Brandie Warr, Hard Rock Hotel & Casino Lake Tahoe
- Phil Weidinger & Jenn Boyd, Weidinger Public Relations

**MEETING, INCENTIVES, CONFERENCES, AND EXHIBITIONS (MICE) ADVISORY COMMITTEE**
- Lisa Deleon - Destination Tahoe Meetings & Events
- Stephanie Hannah - Hotel Becket
- Diane Rettos - Edgewood Tahoe
- Juraj Sojka - Aramark
- Kimberly Templeton - Hard Rock Hotel & Casino Lake Tahoe
- Steve Woods - Lake Tahoe Resort Hotel

**CONTRACT SERVICES**
- Duncan/Channon, Advertising/ Brand Agency
- Noble Studios, Digital Agency
- Weidinger Public Relations, PR Agency
- SJ Marketing, Project Advertising
- EMC Research, Data Analysis
- Digital Edge, Meetings Marketing Agency
- DAE Marketing & Associates, Project Advertising
- Local Freshies, Social Media Agency

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**FINANCIAL POSITION**

**AS OF JUNE 30, 2019, PENDING AUDIT**

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<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Operating Cash</td>
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<tr>
<td>Cash Reserves</td>
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<td>Receivables</td>
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<tr>
<td>Prepaid</td>
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<tr>
<td>Fixed Assets</td>
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<td>Total Assets</td>
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<tr>
<td>Payables</td>
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<tr>
<td>Current Liabilities</td>
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<tr>
<td>Equity</td>
<td>$6,351,775</td>
</tr>
<tr>
<td>Total Liabilities &amp; Equity</td>
<td>$7,550,340</td>
</tr>
</tbody>
</table>

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**REVENUE $6,448,716**

- SLT TID: 42%
- TDVA: 36%
- TDVA: 36%
- Misc Income: 1%
- Grant Income: 1%
- Co-ops: 1%

- Douglas County: 7%
- Events: 12%
- TDVA: 36%
- TDVA: 36%
- Misc Income: 1%
- Grant Income: 1%
- Co-ops: 1%

**EXPENSES $5,801,729**

- Visitors Services: 3%
- Public Relations: 4%
- Marketing Expense: 4%
- Sales: 6%
- Digital: 6%
- Administration: 8%
- Events: 23%
- Advertising: 46%
Meet the Staff

CAROL CHAPLIN
President & CEO
Joined LTVA: June 2008
Primary responsibilities: Administration, Marketing, Public & Community Relations
Background: 35+ years in the hospitality industry including Hotel & Attraction Management Operations, Sales & Marketing, Food & Beverage
Affiliations: Executive Director: Tahoe Douglas Visitors Authority; Board of Trustees: Reno-Tahoe Airport Authority

SUE BARTON
Senior Vice President, Administration & Operations
Joined LTVA: March 2001
Primary responsibilities: Administration, Domestic & International Sales, Visitor Center Oversight & Special Projects.
Background: 35+ years in the hospitality industry, including Attraction Management & Operations, Sales & Marketing, Food & Beverage
Affiliations: Chairperson: Reno-Tahoe Territory; Board Member: Nevada Commission on Tourism's Territory Advisory Committee

TONY LYLE
Vice President, Tourism Development
Joined LTVA: October 2012
Primary responsibilities: Strategic Marketing Distribution Partnership, Planning & Implementation; Digital Marketing Oversight; Global Partner Relations.
Background: A recognized executive level steward with 25+ years experience in the Leisure, Tourism & Travel Industry & Destination Marketing.
Affiliations: President, High Sierra Visitors Council

MIKE FRYE
Event & Media Relations Manager
Joined LTVA: August 2008
Primary responsibilities: Event Logistics & Oversight, International Media Communication & Story Development.
Background: Over 40+ years in the hospitality industry in Tahoe South, including Ski Resort Senior Management & Operations, Sales & Marketing

ANNE SUTTERFIELD
Online & Operations Manager
Joined LTVA: November 2006
Primary responsibilities: TahoeSouth.com & LTVA.org, Activity Tickets, SMERF & Motorcoach Group Sales, Visitor Center Operations, Outreach & Social Media.
Background: 20+ years' experience in the hospitality industry in Tahoe South, including Sales & Operations.
Affiliations: South Lake Tahoe Lodging Association

STUART MAAS
Sales & Marketing Manager
Joined LTVA: August 2016
Primary responsibilities: Content Calendar, Social Media, Marketing Strategies, Public Relations, Domestic & MICE Sales.
Background: 15 years in recreation, tourism, marketing & sales industry.
Affiliations: Tahoe Regional Young Professionals, Lake Tahoe Master Gardeners.

KATHARINE MCCOMB
Accounting Manager
Joined LTVA: July 2016
Primary responsibilities: Financial Preparation & Reporting, Payroll & Human Resources.
Background: Graduated from UC San Diego with a degree in Economics & a minor in Environmental Studies.

VALERIE LOMELI
Project Manager
Joined LTVA: August 2017
Primary responsibilities: Coordination of Sales & Marketing Efforts, Strategically Execute Team Goals, Project Implementation.
Background: Tourism & Outdoor Industry, Project Management, Marketing, Data Analyst.
Affiliations: Take Care Tahoe

IRMA SALAZAR
Senior Program Specialist
Joined LTVA: September 2014
Primary responsibilities: Visitor Center Operations and overseeing and executing a variety of LTVA programs.
Background: South Lake Tahoe native. Graduated South Tahoe High and completed AA at LTCC in Small Business Management. 15+ years in hospitality.

ELIZABETH SIEFERMAN
Executive Assistant
Joined LTVA: January 2018
Primary responsibilities: Office Administration & Staff Support.
Background: AA in Business from City College of San Francisco, 15+ years providing office & executive support with a background in sales support.

LTVA LOCATIONS
Executive Offices
169 Highway 50
Stateline, NV 89449
775.588.5900

NV Visitor Information Center
169 Highway 50
Stateline, NV 89449
775.588.4591

VISITOR INFORMATION SPECIALISTS
Anne Heimann
Nancy Nance
Ethan Niven
Michael Papa
Kathleen Erickson